



**EPA Performance Appraisal and Recognition System
Performance Plan Coversheet
AFGE Bargaining Unit**

Employee Name Sharon DeMeo	Title, Series, Grade Environmental Engineer, 0819, 13
Performance Period October 1, 2014 to September 30, 2015	Organizational Location Reg.1-OEP

PRIVACY ACT STATEMENT

The maintenance of this information is governed by Privacy Act system of records OPM/GOVT-2. The authority for the maintenance of this system is 5 U.S.C. 1104, 3321, 4305, and 5405, and Executive Order 12107. This information is required. Not providing this information may hinder the Agency's ability to process personnel actions concerning you. This information is used to define the critical elements, performance standards, and performance measures directly related to your job. It will be used to document your mid-year review, any other reviews, and your end of year rating. The information may also be used in connection with selection for and publication of cash and honor awards; other personnel actions based on performance such as training and development decisions; the hiring or retention of an individual or the issuance of other benefits; relevant judicial or administrative proceedings; law enforcement purposes; personnel research or survey purposes; and negotiated grievance procedures. Disclosure may also be made to the MSPB, the EEOC, and other Federal agencies for purposes authorized by law; to a Congressional office at your request; and to officials of labor organizations when relevant and necessary to their duties as exclusive representatives of Federal employees. This is a summary of the routine uses for these records. For a full description of this system notice, including routine uses, see 65 FR 24737 (Apr. 27, 2000).

**Do Not Remove this Coversheet until the Entire Form Is Placed in the Employee Performance
File in the Servicing Human Resources Office.**



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Employee Name Sharon DeMeo	Title, Series, Grade Environmental Engineer, 0819, 13
Performance Period: 10/1/14 – 9/30/15	Organizational Location: Reg.1-OEP

SECTION 1. DETERMINING CRITICAL ELEMENTS AND SETTING STANDARDS

My supervisor and I have discussed the critical elements that I will be rated upon during the course of this rating period.

Employee's Signature and Date	Supervisor's Signature and Date
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Individual being rated is a: * Supervisor * Manager * Team Leader * Employee

Linking CEs: It is important that critical elements (CE's) be linked to the Agency Strategic Plan, or to a Regional Strategic Plan, as appropriate. The Plan contains five long-term, results-based environmental goals. It also describes seven Cross-Goal Strategies. If you link a CE to a Goal, then use the relevant objective(s) to more specifically define the linkage. If your duties include the performance of cross-Agency or cross-media work (including administrative, financial or legal support functions, or information management) then it may be more appropriate to link each CE to a Strategy, rather than to an environmental Goal. For management and support functions not captured by the seven Cross-Goal Strategies, use the alternative linkage statement: *This work is an enabling and support function that supports the outcomes of all five of the Agency's strategic goals.*

Indicate which Strategic Plan Goal(s) is/are linked to the Critical Elements for this position: 2011-2015 EPA Strategic Plan; Goal 2: Protecting America's Water

SECTION 2. PROGRESS REVIEW(S)

	Mid Year Review (Required)	"Other" Review (Optional)	"Other" Review (Optional)
Supervisor's Initials and Date			

My supervisor and I have discussed my performance for this period in relation to my performance standards and measures.

Employee's Initials and Date		Employee Comments attached not attached
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SECTION 3. END OF YEAR RATING

Summary Rating Levels* * Outstanding * Minimally Satisfactory * Exceeds Expectations * Unacceptable * Fully Successful * See next page for definitions and additional guidance	Learning and Development My supervisor and I have discussed my training needs for the year and an Individual Development Plan (IDP). * is attached * is not attached
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My supervisor and I have discussed my performance for the fiscal year in relation to my performance standards and measures. My supervisor has informed me of my rating of record.

Supervisor's Signature and Date	Employee's Signature and Date Employee Comments * attached * not attached
Higher Level Supervisor's Signature and Date	



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Definitions of Summary Rating Levels

Outstanding	<p>*Consistently proposes new, creative approaches/practical ideas that are accepted by fellow workers and incorporated into day-to-day work operations to improve efficiency/effectiveness of the work.</p> <p>*Coworkers are motivated and energized by employee's actions and the employee is often sought for advice concerning complex, controversial, and difficult issues prior to implementation.</p> <p>*Employee is consistently proactive, demonstrates initiative, and uses exceptional judgment.</p> <p>*Understands the political realities of situations, keeps supervisor and/or Team Leader informed of issues and problems and uses discretion in keeping sensitive matters confidential.</p> <p>*Employee most often resolves problems independently and effectively eliminates problems from happening without supervisory intervention or assistance.</p> <p>*Employee makes significant contributions to the mission and priorities of the unit, office, region and constituencies on a regular basis.</p>
Exceeds Expectations	This level signifies that the results achieved are clearly beyond what could be reasonably expected for Fully Successful performance.
Fully Successful	This level signifies the employee's performance results achieved are those that can be reasonably expected of any employee on the job in order to fully and adequately achieve assigned responsibilities.
Minimally Satisfactory	This level signifies that there is a performance-related problem(s) although the performance has not reached "Unacceptable" in any Critical Element. The employee demonstrates limited ability in producing work of acceptable volume and/or quality within established timeframes; or exhibits limited sense of personal responsibility and accountability in work assignments; or experiences difficulty in addressing new or unusual work situations under normal pressure; or requires frequent guidance and assistance from supervisor or others. When performance is rated at this level, informal assistance in the form of a Performance Assistance Plan (PAP) must be provided to the employee to help improve his/her performance to "Fully Successful."
Unacceptable	This level signifies the performance of the employee consistently fails to meet the established performance standards in one or more critical elements of the employee's position. When performance is rated at this level, a performance Improvement Plan (PIP) must be implemented to help the employee improve his/her performance to "Fully Successful."

Determining Summary Performance Ratings

Apply the following process to determine the summary performance rating level for the year.

Note: When an even number of Critical Elements (CE) is established for a performance plan and the ratings given for the CEs are evenly divided, and none of the ratings are "Unacceptable," supervisors are to "round-up" and assign the higher summary rating.

Outstanding	For a summary performance rating of Outstanding, one half or more of the Critical Elements are rated Outstanding and none of the Critical Elements are rated lower than Exceeds Expectations.
Exceeds Expectations	For a summary performance rating of Exceeds Expectations, one half or more of the Critical Elements are rated at least Exceeds Expectations and none of the Critical Elements are rated lower than Fully Successful.
Fully Successful	For a summary performance rating of Fully Successful, one half or more of the Critical Elements are rated at least Fully Successful, and none of the Critical Elements are rated Unacceptable.
Minimally Satisfactory	For a summary performance rating of Minimally Satisfactory, one half or more Critical Elements are rated at least Minimally Satisfactory and none of the Critical Elements are rated Unacceptable.
Unacceptable	For a summary performance rating of Unacceptable, one or more Critical Elements are rated Unacceptable.




EPA Performance Appraisal and Recognition System Performance Plan and Summary Appraisal Package Agency Benchmark Standards AFGE Bargaining Unit

Instructions for Applying Standards: Ratings at all levels must be evaluated in the context of the grade level and job duties of the individual employee to the extent they apply to the critical element.

Outstanding	Delivers products or services that, to an extraordinary degree, support the Agency's strategic plan, programs, policies, organizational annual performance plans, or budget priorities. Products or services are of exceptional quality and provide exemplary models for addressing the most difficult and complex work challenges and demonstrate the highest levels of creativity, skill, and knowledge of subject area. Products are consistently produced ahead of the expected timeframes and reliably comply with applicable statutes, regulations, and established policies and procedures. Adjusts with exceptional quickness and ease to changing priorities, consistently taking the lead. Products or services demonstrate exceptional research and analysis. Exhibits exceptional skills in independently planning, organizing, and prioritizing multiple assignments. Consistently develops and offers suggestions for organizational and work process improvements that substantially increase results, efficiency, or effectiveness. Communicates verbally and in writing with exceptional clarity
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	and effectiveness, often on topics or issues that are emerging and without precedent. Written materials are always well received and easily understood by a range of individuals and groups and significantly promote the Agency's programs and mission. Provides exceptional leadership in promoting teamwork and collaboration across organizations. <i>Measures and metrics may be included.</i>
Exceeds Expectations	Delivers products or services that, to a degree beyond what can reasonably be expected, support the Agency's strategic plan, programs, policies, organizational annual performance plans, or budget priorities. Products or services are of superior quality and provide excellent models for addressing the most difficult and complex work challenges and demonstrate high levels of creativity, skill, and knowledge of subject area. Products or services are frequently produced ahead of the expected timeframes and reliably comply with applicable statutes, regulations, and established policies and procedures. Adjusts quickly to changing priorities, often taking the lead. Products or services demonstrate high quality research and analysis. Exhibits excellent skills in independently planning, organizing, and prioritizing multiple assignments. Frequently develops and offers suggestions for organizational and work process improvements that increase results, efficiency, or effectiveness. Communicates verbally and in writing with excellent clarity and effectiveness, often on topics or issues that are emerging and without precedent. Written materials are consistently well received and easily understood by a range of individuals and groups, significantly promoting the Agency's programs and mission. Provides high quality leadership in promoting teamwork and collaboration across organizations. <i>Measures and metrics may be included.</i>
Fully Successful	Delivers products or services that support the Agency's strategic plan, programs, policies, organizational annual performance plans, or budget priorities. Products or services are of a good quality and provide good models for addressing work challenges and require high levels of creativity, skill, and knowledge of subject area. Products are produced within the expected timeframes and reliably comply with applicable statutes, regulations, and established policies and procedures. Adjusts to changing priorities. Products or services demonstrate thorough research and analysis. Exhibits effective skills in independently planning, organizing, and prioritizing multiple assignments. Develops and offers suggestions for organizational and work process improvements that increase results, efficiency, or effectiveness. Effectively communicates verbally and in writing. Written materials are well received and easily understood by a range of individuals and groups, promoting the Agency's programs and mission. Promotes teamwork and collaboration across organizations. <i>Measures and metrics may be included.</i>
Minimally Satisfactory	Delivers products or services that marginally support the Agency's strategic plan, programs, policies, organizational annual performance plans, or budget priorities. Products or services demonstrate occasional deficiencies in creativity, skill, and knowledge of subject area. Products or services are occasionally produced in an untimely manner or do not comply with applicable statutes, regulations, and established policies and procedures. Has some difficulty adjusting to changing priorities. Products or services sometimes lack adequate research and analysis. Occasionally demonstrates difficulty with independently planning, organizing, and prioritizing multiple assignments. Infrequently offers suggestions for organizational and work process improvements that increase results, efficiency or effectiveness. Verbal and written communications lack clarity. Written materials are generally not well received or understood by a range of individuals and groups. Infrequently promotes teamwork and collaboration across organizations. <i>Measures and metrics may be included.</i>
Unacceptable	Often delivers products or services that do not support the Agency's strategic plan, programs, policies, organizational annual performance plans, or budget priorities. Products or services demonstrate frequent deficiencies in creativity, skill, and knowledge of subject area. Products are not produced in a timely manner and do not comply with applicable statutes, regulations, and established policies and procedures. Often has difficulty adjusting to changing priorities. Products or services often lack adequate research and analysis. Often demonstrates difficulty with independently planning, organizing, and prioritizing multiple assignments. Rarely offers suggestions for organizational and work process improvements that increase results, efficiency or effectiveness. Verbal and written communications often lack clarity. Written materials are frequently not well received or understood by a range of individuals and groups. Does not promote teamwork and collaboration across organizations. <i>Measures and metrics may be included.</i>

 <div style="text-align: center;"> EPA Performance Appraisal and Recognition System Performance Plan Coversheet AFGE Bargaining Unit </div>	
Employee Name: Sharon DeMeo	Organizational Location: Reg.1-OEP
CE 1: Issue, defend, maintain, or terminate (as necessary) NPDES permit(s).	
Strategic Plan elements supported by this CE: Goal 2: Protecting America's Water	
Assumptions: Employee is not responsible for delays or circumstances reasonably beyond his/her control. Review partners (OEP, ORC, OES, State, biologist/water quality expert, senior permit writer etc.) provide timely input towards review of deliverables.	
Employee Performance Must be Evaluated against the Agency Benchmark Standards.	

Measures and Metrics:

Outstanding: In addition to all exceeds expectations measures and metrics: Completes 1 additional final permit.

Exceeds Expectations: In addition to all of fully successful measures and metrics: Completes 2 additional final permits. Completes 1 additional draft (on public notice).

Fully Successful: Merrimack Station final permit issued by September 30, 2015.

Non-responsive, deliberative process, personal privacy

Non-responsive, deliberative process, personal privacy Manages permitting process: sets up "sharepoint" site for project, leads regular meetings with other team members - plans and meets interim milestones, as necessary. Serves as the primary technical spokesperson regarding the permit, including at any public meeting or hearing. Manages responses and provides technical support to ORC in any appeal of assigned permits.

Assigned permits:

NH0001465 PSNH Merrimack Bow

Non-responsive, deliberative process, personal privacy

Supervisor's Notes: *

*** Written highlights are required to support an element rating of Outstanding, Minimally Satisfactory, or Unacceptable.**

Rating: ☐ Outstanding ☐ Exceeds Expectations ☐ Fully Successful ☐ Minimally Satisfactory ☐ Unacceptable



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Employee Name: Sharon DeMeo

Organizational Location: Reg.1-OEP

CE 2: Supports NPDES permitting, assists in work planning, represents Region I on national power plant permitting issues, assists in coordination of State programs, and performs other duties, as assigned.

Strategic Plan elements supported by this CE: Goal 2: Protecting America's Water

Assumptions: Employee is not responsible for delays or circumstances reasonably beyond his/her control. Review partners (OEP, ORC, OES, State, biologist/water quality expert, senior permit writer etc.) provide timely input towards review of deliverables.

Employee Performance Must be Evaluated against the Agency Benchmark Standards.

Measures and Metrics:

Non-responsive, deliberative process, personal privacy

Conducts assessments to evaluate the effectiveness, costs, impacts and feasibility of measures to reduce the impacts due to cooling system at power plants, as requested.

Drafts "scope of work(s)" for contractor 316 assistance. Participates in conference calls with contractor/HQ.

Non-responsive, deliberative process, personal privacy

Supervisor's Notes: *

*** Written highlights are required to support an element rating of Outstanding, Minimally Satisfactory, or Unacceptable.**

Rating: ☐ Outstanding ☐ Exceeds Expectations ☐ Fully Successful ☐ Minimally Satisfactory ☐ Unacceptable



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Employee Name: Sharon DeMeo

Organizational Location: Reg.1-OEP

CE 3: Teamwork and Communication – Works on teams and workgroups to advance NPDES permitting. Contributes to the successful operation of Industrial Permits Section.

Strategic Plan elements supported by this CE: Goal 2: Protecting America's Water

Assumptions:

Employee Performance Must be Evaluated against the Agency Benchmark Standards.

Measures and Metrics:

Outstanding: In addition to meeting all of the “exceeds expectations” measures and metrics:

Volunteers to lead one workgroup resulting in the improved quality and/or quantify of NPDES permitting.

Exceeds expectations: In addition to meeting all of the “fully successful” measures and metrics:

Attends (in person) 90% of Industrial Permits section meetings.

Submits monthly status reports 1 day in advance of meeting.

Recommends topic for teambuilding exercise.

Fully Successful:

Participates on EPA work groups, permit teams and other teams, as requested.

Plans, organizes, and runs 1 Industrial Permits Section meeting.

Attends (in person) at least 70% of section meetings. Arrives on time.

Provides monthly updates and meets monthly with Supervisor and/or as requested. Updates include status of project, next steps, and/or action plan as necessary.

Assists co-workers where skills and experience contribute to permitting objectives and the EPA Region I mission, as requested.

Routinely informs supervisor and team members in advance of any actions that could have major implications on work products, schedules, or situations with precedent setting significance with respect to program responsibilities.

Participates in one teambuilding exercise for Industrial Permits Section.

Quality of participation determined by supervisor.

Supervisor's Notes: *

*** Written highlights are required to support an element rating of Outstanding, Minimally Satisfactory, or Unacceptable.**

Rating: ☐ Outstanding ☐ Exceeds Expectations ☐ Fully Successful ☐ Minimally Satisfactory ☐ Unacceptable



EPA Performance Appraisal and Recognition System
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Employee Name: Sharon DeMeo

Organizational Location: Reg. I-OEP/Water Permits
Branch/Industrial Permits Section

CE 4: NPDES Permit Quality Control, Planning and Issue Resolution

As a Senior Permit Writer in the Industrial Permits Section, provides leadership in the review of documents and in ensuring quality control of the technical accuracy, regulatory applications and water quality requirements of EPA-issued NPDES permits that regulate sewage and other permit-related documents. Assists management of the Industrial Permits Section by providing input on a range of strategic, personnel, resources allocation, and policy issues.

Assumptions: Review partners (ORC, OES, the state, management, biologist/water quality expert, senior permit writer etc.) provide timely and appropriate input towards review of deliverables. Supporting review, comments, and concurrence is performed on time and in a cooperative manner.

Employee Performance Must be Evaluated against the Agency Benchmark Standards.

Measures and Metrics:

Outstanding Performance Standards and Measures: Please refer to benchmark performance standards. **Additional standards and measures are/are not included.**

Exceeds Expectations Performance Standards and Measures: Please refer to benchmark performance standards. **Additional standards and measures are not included.**

Fully Successful Performance Standards and Measures: Please refer to benchmark performance standards. **Additional standards and measures are included.**

1. Reviews completed draft permits, fact sheets, and responses to comments, 308 letters and related NPDES documents for permit writers in Industrial Permits Section in a timely manner, as assigned. This includes review and concurrence on all permits. This quality control concurrence on these documents is the final technical and regulatory expert review and sign-off prior to management sign-off except in rare situations. Responsible for checking and assuring the soundness of assumptions, the application of NPDES regulations and policy to individual permits, and the accuracy, correctness, and clarity of calculations, text, and tables.
2. Identifies need for water quality based standards and/or technology-based limits and need for WQ specialist consultation, review or concurrence on permits. Reviews and concurs on routine WQ based limits that have been appropriately derived and applied based on NPDES regulations and procedures. Expedites overall review process.
3. Coaches and provides suggestions to permit writers as a result of document reviews, questions, and/or permit management reviews, including facilitating the development of skills required to meet goals. Fosters cooperation and team approaches to resolve problems and promote team-building.

4. Participates as a key recommending official in permit planning and/or management review meetings including those designed to review plans, obtain buy-in for permitting approaches, and identify solutions for issues. Assists in the development and effective use of tools and procedures to produce quality permits and reduce the backlog of EPA issues NPDES permits.
5. Assists in instituting measures to streamline the permitting process and expedite quality permit issuance.
6. Maintains current understanding of NPDES permitting procedures, precedents, policies, and regulations as they apply to the development of NPDES permits. Able to articulate options for permit approaches and the advantages and disadvantages of various options.
7. Helps assure that milestones are met leading to implementation of the final permits in the unit.
8. Measurement: Number of document concurrences on draft permits, fact sheets, final permits, responses to comments, and letters. Number of final permits issued in unit.
9. Measurement: The quality of these documents as demonstrated by the lack of need for additional review, the number of corrections necessary following comment, and the effectiveness of the permits to improve water quality and conform to NPDES regulations and policies. The avoidance of permit appeals is not necessarily a measure of the permit quality.
10. Measurement: Feedback from end-users, including the permit writers regarding the value added, the timeliness, helpfulness, and effectiveness of reviews as well as the professional development of other permit writers and their ability to confidently develop permits.

Minimally Satisfactory Performance Standards and Measures: Please refer to benchmark performance standards. **Additional standards and measures are not included.**

Unsatisfactory Performance Standards and Measures: Please refer to benchmark performance standards. **Additional standards and measures are not included.**

Supervisor's Notes: *

* **Written highlights are required to support an element rating of Outstanding, Minimally Satisfactory, or Unacceptable.**

Rating: ~ Outstanding ~ Exceeds Expectations ~ Fully Successful ~ Minimally Satisfactory ~ Unacceptable